

Intake/Application							
Priority	Action	Current Situation	Aclara Recommendation	Steps	Dependencies	Lead	Implementation Time
5	Simplify and clarify application	The current application is not streamlined and is a time burden for families and eligibility workers.	<i>Policy</i> 1. Eliminate activity schedule requirements or simplify to allow income verification and client statement as verification. 2. Simplify the approach to calculating units of care when authorizing child care. 4. Eliminate or modify custody/visitation policy. 5. Allow applications and reapplications older than 30 days to be reinstated when missing information is received. 6. Consider implementing tiered eligibility 7. Reduce the need for families to report predictable changes, particularly those related to school schedules. <i>Process</i> 7. Use clearer forms to support increased process efficiency. 9. Reduce the need for families to report predictable changes, particularly those related to school schedules.	Policy → IT→ Process Look at WAC, CCDF plan, and other relevant documents to determine what is required information and compare with current application. Identify what parts of the application are routinely skipped or incorrectly completed. Develop new application to solicit correct information from families. WCAP IT changes. Train eligibility workers.	Policy Changes	DEL	3 to 6 months
4	Consider aligning child care application requirements with eligibility requirements of other programs.	Families often apply for more than one program and are required to submit different information because each program has different rules. This causes confusion and a time burden for families.	<i>Policy</i> 8. Look to work support policies to provide framework for CCSP simplification. <i>Administrative Structure</i> 1. Create and communicate common DEL and DSHS vision for CCSP.	Policy → IT →Process Compare the eligibility requirements of each program with child care eligibility requirements. (Be mindful of WAC, RCW, CCDF rules) Apply established process management (lean) principles to business processes. Update policy and application based upon analysis. WCAP IT changes. Train eligibility workers	Policy Changes	DEL	3 to 6 months

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6	<p>Improve the current online application by allowing clients to:</p> <p>Complete applications online. Applications self-fill information already known to DSHS.</p> <p>Upload documents for verification instead of providing through mail. Clients would be able to visually see what documentation is received and missing. (The application would use electronic verification methods when possible so uploading documents would not always be necessary.)</p> <p>Check the status of their applications</p> <p>Report changes</p> <p>View award/change letter.</p> <p>The online application should be user friendly and available in multiple languages. Possibly locate computer kiosks in CSOs with a navigator to provide assistance to families.</p>	<p>Online applications are available, but do not allow clients to check status or upload verification information.</p> <p>There is concern about lost information when submitting an online application.</p>	<p><i>Policy</i></p> <p>3. Simplify change reporting.</p> <p><i>Information Technology</i></p> <p>1. Use verifications obtained through electronic, third party verification and gopher systems, and rely less on paper submitted by clients and employers.</p> <p>2. Encourage the use of the online application.</p> <p>7. Improve correspondence in new eligibility system.</p>	<p>IT</p> <p>Website:</p> <p>Plan</p> <p>Create</p> <p>Test</p> <p>Train navigators</p>	<p>Simplification and clarification of child care application (policy changes)</p> <p>IT workload</p>	DSHS	6 to 18 months
8	<p>Allow the computer systems of the different social service programs to link and share common information (aka “self-fill”).</p>	<p>Clients begin each program’s application as if their information is unknown to DSHS. The various social service eligibility programs do not communicate with WCAP, the child care eligibility program, which causes clients to repeatedly provide the same information.</p>	<p><i>Information Technology</i></p> <p>7. Improve correspondence in new eligibility system.</p>	<p>IT → Process</p> <p>Plan</p> <p>Create</p> <p>Test</p> <p>Train eligibility workers on new process</p>	<p>IT limitations, resources (staff)</p>	DSHS	12 to 36 months

Priority	Action	Current Situation	Aclara Recommendation	Steps	Dependencies	Lead	Implementation Time
1	<p>Increase efficiency of eligibility workers by:</p> <p>Reducing narrative requirements</p> <p>Eliminating non-value added ticklers and alerts.</p> <p>Considering eligibility workers as the main customer when writing or changing policy/process.</p> <p>Encouraging eligibility workers to complete cases. (Current internal audit system should be changed so that the person who made the mistake is held accountable, not the last person who touched the case.)</p> <p>Giving eligibility works access to initial and ongoing training about policy/process changes.</p> <p>Giving eligibility workers access to a process manual that interprets policy.</p>	<p>There is a lack of initial and ongoing training for eligibility workers.</p> <p>Policy and procedural manuals along with policy clarifications are not consolidated into one document – eligibility workers are required to reference many different sources.</p> <p>The current internal audits create additional lag time for processing applications because eligibility workers are not confident with their ability to make eligibility determinations and fear audit findings.</p>	<p><i>Process</i></p> <ol style="list-style-type: none"> 1. Narrow exception to rule process to original intent. 2. Consider creating and implementing a process manual, which interprets policy for eligibility workers. 3. Consider reinstituting policy clarification database while completing process manual 4. Develop and implement initial and ongoing training based on process documentation. 5. Decrease pends and increase first touch resolution. 6. Modify audits to identify means to improve the system ongoing, rather than focusing solely on individual worker performance. <p><i>Administrative Structure</i></p> <ol style="list-style-type: none"> 2. Implement a continuous quality improvement approach across policy, process, and information technology to support front line worker success. 3. Create a feeling of shared responsibility and ownership over the child care subsidy caseload. 4. Consider front line eligibility workers as the main customer of policy, process, and information technology decisions by DEL and DSHS. <p><i>Information Technology</i></p> <ol style="list-style-type: none"> 8. Reduce narrative requirements in new eligibility system. 9. Eliminate non-value add tickers and alerts in new system. 	<p>PROCESS</p> <p>Apply established process management (lean) principles to the Child Care application intake processes.</p> <p>Review initial training for weaknesses and improve training for eligibility workers.</p> <p>Develop and deploy ongoing training.</p> <p>Redesign current internal audit system in order to encourage eligibility workers to finish cases and to place responsibility on the worker who did the work (not the last person who touched the case).</p> <p>Look at the current source documents and determine if they could be simplified or added to in order to improve the ease of use.</p>	N/A	DSHS	6 to 12 months

	Questions/Inquires/ Status Check						
Priority	Action	Current Situation	Aclara Recommendation	Steps	Dependencies	Lead	Implementation Time
9	Automated Phone System for providers	Answer Phone is available for families and providers to check on the status of their case.	<i>Information Technology</i> 3. Implement automated phone system for providers to check on family eligibility status.	IT → PROCESS Analyze current phone system (Answer Phone) to see what information is provided; identify any gaps and develop requirements and recommendations for any enhancements Look at utilization rates Where is it advertised? Decide what information the clients/providers should be able to access. Does it need to be changed?	IT limitations	DSHS	12-18 months
7	Ability to email eligibility workers	Direct email access is available only for providers to the Provider Team.	<i>Information Technology</i> 4. Support electronic means for clients to communicate with eligibility workers (e.g. email)	IT → PROCESS Determine business requirements; analyze policy and public disclosure implications; develop gap analysis; determine staffing needs for email. Determine the type of training needed for employees answering email. What kind of questions do you expect via email?	Staffing Requirements Potential policy and public disclosure analysis IT limitations	DSHS	12-18 months
Verification							
5	Improve efficiency and accuracy of verifying consumer information.	Time intensive; causing significant delays in application determination.	<i>Information Technology</i> 1. Use verifications obtained through electronic, third party verification and gopher systems, and rely less on paper submitted by clients and employers.	Policy → IT→ Process Review required documentation and compare what is required in current WAC, CCDF plan and other relevant rules to determine what verification is necessary. Consider accountability and fraud issues. Determine what pieces of verification can be obtained electronically or verbally. Look at alternate sources for the information (DOL electronic database for ID, other program applications, etc.) Apply existing process management (lean) principles to business processes.	Policy changes IT limitations	DEL	6 to 12 months

Authorization of Hours							
Priority	Action	Current Situation	Aclara Recommendation	Steps	Dependencies	Lead	Implementation Time
1	<p>Simplify the authorization of hours for workers.</p> <p>Reevaluate schedule reporting of families.</p>	<p>Determining units of care is difficult for eligibility workers and cannot be accurately estimated.</p> <p>Families report school changes to DSHS every June and August.</p>	<p><i>Policy</i></p> <p>1. Eliminate activity schedule requirements or simplify to allow income verification and client statement as verification.</p> <p>2. Simplify the approach to calculating units of care when authorizing child care.</p> <p>7. Reduce the need for families to report predictable changes, particularly those related to school schedules.</p>	<p>Policy → IT → Process</p> <p>Consider changing how hours are authorized. (currently working on this – work group established)</p> <p>Examine how changes would affect clients and the state</p> <p>Consider accountability and fraud issues</p> <p>Look at what is required in current WAC, RCW, and CCDF plan.</p> <p>WCAP IT changes.</p> <p>Provide eligibility workers with up-to-date training and relevant resources to make accurate decisions.</p>	<p>Policy changes</p> <p>Electronic time and attendance</p>	DEL	6 to 12 months
Authorization of Provider							
10	<p>Streamline the provider approval process.</p>	<p>License-exempt providers must complete a background check. Background checks require high quality photo identification. Providers often must resubmit photo identification because low quality images that are submitted cannot be processed.</p>	<p><i>Process</i></p> <p>8. Streamline the license-exempt provider approval process.</p> <p><i>Information Technology</i></p> <p>5. Coordinate payment authorization functions with eligibility workers</p>	<p>Policy → IT → Process</p> <p>Review provider application and clarify instructions</p> <p>Examine how changes would affect clients and the state</p> <p>Consider accountability and fraud issues</p> <p>Look at what is required in current WAC, RCW, and CCDF plan.</p> <p>Provide eligibility workers with up-to-date training and relevant resources to make accurate decisions.</p>	<p>Policy Changes</p>	DSHS	6 to 12 months

Maintenance/Changes							
Priority	Action	Current Situation	Aclara Recommendation	Steps	Dependencies	Lead	Implementation Time
2	Simplify change reporting.	Families report changes to current authorization by telephone.	<i>Policy</i> 3. Simplify change reporting	Policy → Process Look at all changes that are currently required to be reported and decide which are necessary. Look at what is required in current WAC, RCW, and CCDF plan. Allow clients to make changes through a Self-Service website (long term) Provide eligibility workers with up-to-date training and relevant resources to make accurate decisions.	Policy Changes	DSHS	3 to 6 months
Renewal Process							
3	Simplify reapplication for families.	At reapplication, families resubmit a complete application.	<i>Information Technology</i> 6. Simplify reapplication forms.	Policy → IT →Process Review re-application form. Simplify it. Have most fields self-fill. Determine which pieces of information are most important to know during reapplication (income, family size, etc.) Look at what is required in current WAC, RCW, and CCDF plan. Allow clients to make changes through a Self-Service website (long term) Provide eligibility workers with up-to-date training and relevant resources to make accurate decisions.	Policy Changes	DSHS	3 to 6 months